Strategic Initiatives

Summative Evaluation of Labour Market Information – Saskatchewan

Saskatchewan

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Acronyms and Abbreviations

Canadian Occupational Projection System (COPS)
Canada-Saskatchewan Career and Employment Service Centres (CSCES)
Career Services (CS)
Computer-Assisted Telephone Interviewing System (CATI)
Economic Development Input Output Model (EDIOM)
Electronic Mail (E-Mail)
Evaluation Working Group (EWG)
First Nation Client Tracking System (FNCTS)
Frequently Asked Questions (FAQs)
Human Resources Development Canada (HRDC)
Information Technology (IT)
Local Area Network (LAN)
Labour Force Development Agreement (LFDA)
Labour Market Development Agreement (LMDA)
Labour Market Information (LMI)
Métis Employment and Training of Saskatchewan Incorporated (METSI)
New Careers Corporation (NCC)
National Labour Market Information System (NLMIS)
National Occupation Code (NOC)
Post-Secondary Education and Skills Training (PSEST)
Provincial Economic Model of Saskatchewan (PREMOS)
Provincial Nominee Program (PNP)
Regional Colleges (RC)
Saskatchewan Indian Institute of Technology (SIIT)
Saskatchewan Indian Training Assessment Group Inc. (SITAG)
Saskatchewan Institute of Applied Sciences and Technology (SIAST)
Saskatchewan Tourism Education Council (STEC)
Saskatchewan's User-Friendly Cyber Space Career and Employment Services (SUCCESS)
Strategic Initiatives (SI)
Survey of Labour Income Dynamics (SLID)
Wide Area Network (WAN)

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Management Response

Labour Market Information is one of three initiatives under the Canada-Saskatchewan Strategic Initiatives Agreement. The Labour Market Information Summative Evaluation was undertaken by Calibre Consultants Inc. The findings and recommendations have been carefully reviewed and the findings accepted. The evaluation results will be reviewed in the context of ongoing programs and services and shared with partner organizations. Where possible, the findings will be used in the continuous improvement of service to clients.

1. Introduction

The Canada and Saskatchewan Labour Force Development Agreement was signed in November, 1994, as part of an effort to revitalize Canada's social security system by eliminating barriers to labour force participation. In January 1996, the Canada/Saskatchewan Strategic Initiatives Agreement was signed outlining cooperative arrangements for the design, funding, implementation, and evaluation of three pilot areas or streams within the guidelines of the Strategic Initiatives (SI) program. Career Services (CS), Labour Market Information (LMI), and Work/Study (W/S), were identified as priority areas to pilot innovative projects.

The impetus behind the Labour Force Development Agreement (LFDA) was to establish a framework for Strategic Initiatives, which were "activities and initiatives [designed] to improve services to clients and enhance their employability"[1]. The Labour Market Information (LMI) Strategic Initiative was a joint approach undertaken by the federal and provincial governments. The LMI project was an attempt to improve the effectiveness of efforts at developing a skilled labour force and increasing access to training and jobs in Saskatchewan.

The purpose of the LMI initiative was "to develop and test an automated province-wide labour market information network to gather, analyze and use labour market information to better meet the needs of Saskatchewan people." The objectives of the LMI initiative, as stated in the program guidelines (January 1996), were as follows[2]:

- to identify information gaps concerning employment demand and supply and skill requirement by industry and occupation;
- to establish a partnership among major labour market stakeholders in data collection, database development, information dissemination, and access to information; and
- to develop LMI products and access and delivery methods.

Three broad phases were identified for the LMI initiative.

1. **Development of LMI Data and Network:** develop a coordinated approach to data collection, database development, and access to databases.

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1 A Framework for the Evaluation of the Joint Planning Arrangements, Co-Location Projects and Strategic Initiatives Under the Canada-Saskatchewan Labour Force Development Agreement and the Canada-Saskatchewan Contribution Agreement Concerning Labour Market Initiatives Under the Strategic Initiatives Program. 1996.

2 LMI was also associated with the broader LFDA principles for Strategic Initiatives. See Appendix Two for LFDA principles and their linkages with LMI.

2. **LMI Product Development:** develop and pilot test LMI products that meet the needs of users.

3. **Dissemination of LMI Products:** develop and pilot test a variety of access methods for database sharing and dissemination of LMI products.

The LFDA Evaluation Framework (1996) outlines the LMI Strategic Initiative as progressing through the three phases, with specific tasks and activities to be completed in each phase. The following is a detailed description of the three phases and activities completed to date.

1.1 The Three Phases of LMI

Phase One: Development of LMI Data and Network

Objectives

- To establish a comprehensive, automated LMI network that will enable and encourage communication and information sharing among a variety of partners.

- To establish a partnership among interested organizations to collectively identify and prioritize LMI needs for product development and dissemination.

- To develop LMI databases and information, and create access to existing information, to meet the LMI partners' needs.

Projects and Activities

- Development of a local area network/wide-area network (LAN/WAN) for the Saskatchewan Institute of Applied Sciences and Technology (SIAST) campuses, the regional colleges, Saskatchewan Post-Secondary Education and Skills Training (PSEST), Human Resources Development Canada (HRDC), Saskatchewan Labour, Saskatchewan Economic and Co-operative Development, Métis Employment and Training of Saskatchewan Inc. (METSI), and Saskatchewan Indian Institute of Technology (SIIT).

- Establishment of a Working Group to identify and prioritize LMI needs and guide the development of the LMI databases, products and dissemination mechanisms.

- Industry and sector consultation and employer surveys to identify industry and sector trends in occupations, skills and education; and training needs for Saskatchewan's growth sectors.

- Needs assessment, by occupation and industry, involving emerging opportunities for the Métis Employment Strategy.

- Development of a Saskatchewan First Nations client tracking system.

- Development of a provincial industry and occupational forecasting partnership and methodology.

- Employer survey and data collection for occupational identification of skill shortages for the Provincial Nominee Program (PNP) for immigration purposes.

- Development of a comprehensive union wage rate database.

- Purchase of 1991 and 1996 Census wage, demographic and labour market small area data.

- Test the Citrix solution to assess partners access to HRDC's National Labour Market Information System and Ivision databases, through the wide-area network (WAN).

- Creation of geographic area files for partners' specific geo-areas (e.g., regional colleges).

- Preliminary research and analysis of the relationship between education and employment, based on the Survey of Labour and Income Dynamics (SLID).

- Study of French Immersion high school students' intentions toward post-secondary education and training.

Phase Two: LMI Product Development

Objective

- To develop and test client service oriented LMI products to support counselling, training, career planning, labour adjustment and employment services; and planning-oriented LMI products for program and policy planning and development.

Target Groups

Students, job seekers, educators and training professionals, employers, economic and community developers, and government agencies and partners.

Projects and Activities

- Internet products are accessible to the general public, whereas Extranet products have a firewall in place and require a password for access. Please refer to Phase Three for a description of the corresponding target groups.

  — ***Saskatchewan Job Futures*** provides detailed Occupational Outlooks on more than 200 occupations. Information components include: a description of the nature of the work; sample job titles; Saskatchewan-specific training paths with education, training, skill and experience requirements, and required certification; occupational trends and outlooks including growth prospects to 2005; and Saskatchewan wage and salary ranges. (Internet)

— ***Training Available by Occupation*** provides a list of current training courses offered in Saskatchewan that are searchable by occupation. (Internet)

— ***Wages by Occupation*** provides current wage ranges for occupations, including union wage rates for Saskatchewan, Regina, Saskatoon, and other areas in the province. The database has the capability to search alphabetically, or by National Occupation Code (NOC), skill type or skill level. (Internet)

— ***Saskatchewan Economic and Labour Market Overview*** provides information about Saskatchewan's economy, statistics on employment, growth trends in various employment sectors, aboriginal employment, and other employment-related information. The overview also features information on labour force issues, such as regional changes in social assistance, youth unemployment and employment. (Internet)

— ***Frequently Asked Questions (FAQ's) on Workplace Rules and Regulations*** for Saskatchewan's Labour Standards, Occupational Health and Safety, and Trade Union Act. (Internet)

— ***Saskatchewan Tourism Education Council (STEC) Skill Profiles*** provides guidelines for the knowledge, skills, and attitudes that are required to achieve competent, professional performance in a number of key service occupations. The standards were developed with the cooperation of tourism-related industry professionals. (Internet)

— ***Training Outcomes for SIAST Graduates*** is based on the training outcomes of SIAST graduate employment survey statistics. The database has a search capability by program, occupation, industry, location and salary. (Internet)

— ***Saskatchewan Sector Study Reports*** identify current and future human resource issues and needs, and provide an assessment of current and future demand for employees and their associated skills training and development needs for nine strategic growth sectors. (Extranet)

— ***Saskatchewan Sector Study Summary Report*** provides an overview of the sector study reports for the nine industrial sectors in Saskatchewan, including agri-value; energy; tourism; information technology and communication; construction; fabricated metal manufacturing; business services; forestry; and mining. (Internet)

— ***Regional Profiles*** was developed to meet the regional planning needs of SIAST, the regional colleges, PSEST and HRDC. (Extranet)

— ***First Nation Client Tracking System*** provides an electronic link to an Aboriginal Citizen database that tracks First Nations clients of the Saskatchewan Indian Training Assessment Group Inc. (SITAG) who take training. Tracking continues until the client first makes contact with employment. (Extranet)

— ***Métis Employment Strategies*** for Saskatchewan's twelve Métis regions and an overall provincial strategy. The strategies are intended to promote self-sufficiency among Saskatchewan Métis, defining barriers to employment (both social and economic) and discussing training and business opportunities to better meet the needs of Métis. (Extranet)

Phase Three: Dissemination of LMI Products

Objective

To test a variety of ways to access the LMI databases and products developed in Phases One and Two. The mechanisms for access being tested are the WAN, CD-ROM technology, and the Internet.

Target Groups

Extranet — SIAST, regional colleges, PSEST, HRDC, Saskatchewan Labour, Saskatchewan Economic and Co-operative Development, METSI, and SIIT; Internet — students, job seekers, educators and training professionals, employers, economic and community developers, and government agencies and partners.

Projects and Activities

- Development of the **SaskNetWork** website (www.SaskNetWork.gov.sk.ca), a partnership Internet website to provide "one-stop shopping" — a single access point for communicating and disseminating timely and relevant career, employment and labour market information to the people of Saskatchewan.

- Development of an **Extranet** website (http://extranet.lmi.gov.sk.ca) with an assigned username and password. The site provides access to current and relevant detailed regional and provincial labour market data and information in a convenient and accessible format for planners and analysts.

The LMI initiative is currently in the third phase of testing LMI products and ways of accessing the databases.

1.2 LMI Projects

LMI projects vary in type and scope, and include projects targeted towards First Nations and Métis clients; information-gathering projects; regional profile projects; forecasts; skills shortages and profiles; employment occupational profile projects; and access projects. Please refer to Appendix 4 for the Description of Projects Chart.

The two Aboriginal projects are the **First Nations Client Tracking System** and **Saskatchewan Métis Employment Strategies.** The first is intended for use as an LMI planning tool, while the **Métis Employment Strategies** project is intended to provide training and employment services to Métis people within one of 12 regions. The intent is to promote economic self-sufficiency and to assist in the development of long-term

human resource development plans for the Métis by identifying barriers to employment, including social and economic barriers and opportunities for employment, training, or business that meet the needs of the Métis. Both projects are available on the LMI Extranet only.

Many projects were designed to capture specific labour market information for dissemination, and include wage and salary survey projects (three in total); training outcomes via **SIAST's Graduate Employment Surveys;** development of questions and answers regarding **Labour Legislation and the Occupational Health and Safety Act**; and research on the relationship between education and labour market mobility within Saskatchewan, based on **Statistic Canada's Survey of Labour Income Dynamics (SLID)**, data from the Labour Force Survey, and the 1996 Census. Two projects (**Wage and Salary Products and Frequently Asked Questions**) will be available on both the LMI Extranet and on the SaskNetWork websites. **SLID** information will be available on the LMI Extranet. The results of **SIAST's Graduate Employment Survey** will be available on the SaskNetWork website.

Several projects were designed to capture comprehensive labour market information by area on a local, provincial, national, and international level and/or by industry. These projects included **Regional Profiles**; **Regional Labour Market Planning Areas**; **Geographic Area Files**; the **Saskatchewan Sector Studies**; the **Saskatchewan Economic and Labour Market Overview**; and **Wage and Salary Surveys/Products**. The **Regional Profiles** are based on detailed community 1996 Census data purchased from Statistics Canada. The profiles have eight theme topics including demographics, education, and employment, and are accessible on the LMI Extranet. The **Regional Labour Market Planning Areas**, available on the LMI Extranet, are based on research of community trading patterns and trends in Saskatchewan. The **Geographic Area Files** were created for use under the NLMIS to correspond with the partners' sub-provincial areas, and were used as the basis for configuring regional information products.

The **Saskatchewan Sector Study** project identifies and examines current and future human resource issues and needs within nine sectors, and includes an assessment of current and future demand for employees and their associated skills training and developmental needs. The **Saskatchewan Sector Study Summary Report** provides an overview of the main research findings from the nine studies. The report has been distributed to key stakeholders and is also available on the LMI Extranet. The overview is available on the SaskNetWork website. The **Saskatchewan Sector Profiles** Internet Product is available on both the LMI Extranet and the SaskNetWork websites, and profiles the main research findings from the nine Sector Studies. The **Saskatchewan Economic and Labour Market Overview** project provides a general overview of economic and labour market characteristics, including international and national economic outlook, provincial economic and labour market overview, and provincial sector overviews, based on the Sector Study project. Both the **Saskatchewan Economic** and **Labour Market Overview** project and the **Sector Study** projects are available on both the LMI Extranet and the SaskNetWork websites.

There were two **Wage & Salary Surveys** conducted, in 1996 and 1998, by Statistics Canada. The surveys provided data on occupations using the NOC occupation-based codes and the SIC industry-based codes, and is composed of six categories for both full-time and part-time workers according to employment experience and union or non-union status. The **Union Wage Rate Database** project extracts wage and salary information from all occupations in the province and is a wage component of Saskatchewan Job Futures. It is available on the LMI Extranet in the Wage Rates section. The **Wage and Salary Database** incorporates information from the Statistics Canada wage surveys, the **Union Wage Rate Database** project, and census data. It is available on the LMI Extranet and on the SaskNetWork website as a component of Saskatchewan Job Futures.

Employment forecasts, skills shortages and profiles, and occupational profile projects were also developed under LMI. These include projects such as **Skills Shortages, Skill Profiles for Tourism Occupations, Saskatchewan Job Futures**, and the **SI Forecast** (purchase of PREMOS). Based on survey findings, the **Skills Shortages** project provides a comprehensive overview and analysis of current and future higher skilled job shortages in Saskatchewan within priority sectors of the economy. Distribution of the report was internal to the LMI SI Working Group partners involved in the project, due to the inclusion of employer-specific information. The **Skill Profiles for Tourism Occupations** was a joint undertaking of Saskatchewan Tourism Education Council (STEC) and the Saskatchewan tourism industry to develop standards for various tourism-specific occupations to provide professional development and certification of tourism professions. STEC has agreed to the skill profiles being incorporated into the SaskNetWork and LMI Extranet websites.

Saskatchewan Job Futures profiles approximately 250 occupations, which are accessed through its occupational search capabilities. Included are components such as nature of work, employment requirements, education/training paths, average wage range, and prospects for future growth by occupation. It also includes occupational search capabilities. The Internet is used as the medium for information dissemination, and a **Saskatchewan Job Futures** web product has been developed that is available on the SaskNetWork website.

The SI Forecast involved the purchase of the **Provincial Economic Model of Saskatchewan (PREMOS)**, a macro-economic model used to forecast a variety of macro-economic variables, including employment. Employment forecasts for trade, manufacturing, services, and others can be produced using scenario forecasts as required, with base forecasts to account for rapidly changing local conditions. The project is intended to enable government, training institutes, and industry to foresee areas of potential employment growth by occupation and develop policies to address these areas. Although the **PREMOS** model was purchased, it was later determined that economic and industry forecasting should be provided by Saskatchewan Finance's economic model, and a July 1998 SI Forecast has been developed and made available on the LMI Extranet.

Finally, and perhaps most importantly, access projects were developed under the LMI stream for the communication and dissemination of labour market information. The four

projects/products were as follows: **Partnership Access to the National Labour Market Information System (NLMIS); LMI Wide-Area Network (LAN/WAN); LMI Extranet website**; and the **SaskNetWork website**. The **NLMIS** is operating in a WAN environment, and partners are able to access it through the WAN using Citrix WinFrame. It is currently available through the LMI Extranet; however, the development of a client server has been postponed for up to two years because of technical difficulties.

The **LMI LAN/WAN** has been developed to connect SI partners such as SIAST, New Careers Corporation (NCC), Regional Colleges, and Saskatchewan PSEST to facilitate the dissemination of information and to provide access to information such as the **NLMIS** at HRDC. The **LMI Extranet** website houses databases and other LMI products, and provides partners with access to a server, communication opportunities, a help component, and a list of LMI and Career Services contact people and other tools. It is accessible through a password and has a firewall in place.

The **SaskNetWork** website is a joint LMI and Career Services project in which a partnership website has been developed. The website provides electronic single-point access for communicating and disseminating timely and relevant career, employment, and labour market information to Saskatchewan people. The website integrates PSEST's SUCCESS website, the former NCC and Regina Career Linx websites, and links to a network of other provincial and national career and labour market information websites. Information is provided for such areas as; job/work seeking, finding workers, career planning, education and training, labour market information, self-employment, financial help, and the workplace. The website has been designed and will be operational in January 1999. It is a priority project because the LMI Internet products being developed require a website so that a wide target audience can access them. The target audience includes students, job seekers, educators and training professionals, employers, economic and community developers, and government agencies and partners. A SaskNetWork Communications Strategy is being developed, and includes the design and production of promotional materials to market the SaskNetWork website. The Strategy is complementary to the regional Canada-Saskatchewan Career and Employment Services (CSCES) communication strategy, as the SaskNetWork is an integral component of CSCES self-help features.

As of February 4, 1999, a total of 28 projects were developed under the LMI stream, costing $2,078,613. The remaining four projects are scheduled for completion by March 1999. Two projects, **Compatible Information Database** and **Events Affecting the Labour Market Database**, were discontinued. The **Compatible Information Database** project was discontinued because it was too time consuming and resource-intensive for completion within the LMI project timeframe. The **Events Affecting the Labour Market Database** was discontinued because the project was very labour-intensive and the dedicated human resources needed to undertake and complete the project were not available.

2. Methodology

The LMI evaluation was intended to be completed in two phases: the formative evaluation, which assessed the development phase and process; and the summative evaluation, which assesses the impacts of the program after product development and implementation.

For the purpose of conducting this Summative Evaluation, the focus is on an examination of one of the twenty-eight LMI projects undertaken, the Saskatchewan Sector Study project. The decision to focus on the Saskatchewan Sector Study project was necessary because most of the LMI products and projects were still being developed or have not been in place for a sufficient length of time to conduct a summative evaluation. A broader-based LMI Summative Evaluation Framework has been completed and will be used as a reference for future evaluation work.

The Saskatchewan Sector Study identified and examined current and future human resource issues and needs in several sectors. This included an assessment of current and future demand for employees and their associated skills training and developmental needs. The Saskatchewan Sector Study reports include:

- an overview of the sector;
- an overview of the industries within the sector including the type of companies and current employment levels;
- trends or technological changes that impact on industries and the sector;
- human resource issues or occupational skill requirements;
- demographic profiles of the sector including age, gender, and education levels of employees; and
- identification of training implications.

As a result of project delays and the timing of conducting the LMI Summative Evaluation, the SI Evaluation Working Committee decided the evaluation would focus on the Sector Studies. It is important to note that this ***does not represent a comprehensive evaluation of LMI stream.***

2.1 Sector Study Survey Design

The survey questionnaire utilizes both closed and open-ended questions to gather information. The questionnaire is presented as Appendix 5.

2.2 Survey Sample

The telephone survey sample list, which totaled 87, was provided by Post-Secondary Education and Skills Training. There were 64 government employees on the list, one industry employee (SaskTel), and 22 education/training institute employees.

2.3 Survey Administration

Surveys were administered using Computer Assisted Telephoning Interviewing (CATI) software. Telephone calls were made between 8:30 a.m. and 5:00 p.m. from October 28 to November 19, 1998.

2.4 Response Rates

As noted above, the sample size was 87. In total, 28 surveys (32.2%) were completed.

Other related information includes:

- of the 28 respondents who completed the survey, 20 were government employees and 8 were education/training institute employees;

- 42 respondents (48.3%) qualified to participate in the survey. Of these 42 respondents, 14 surveys were not completed because the person was not available to complete the survey during the survey administration timeframe; and

- reasons that 45 respondents (51.7%) did "not qualify" included:

  — did not receive the sector studies (12);
  — did not consult or use the sector studies/did not have the opportunity to read the sector studies yet (22);
  — knew of someone in their office who had already completed the survey (5);
  — did not recall which sector studies they received (4); and
  — was on the Strategic Initiatives Evaluation Committee (2).

2.5 Survey Data Preparation

At the completion of the survey, all data was input into an SPSS datafile. Open-ended questions were coded as appropriate. A series of computer checks were made to ensure that the data was consistent and suitable for statistical analysis. The frequency distribution results of all questions were computed.

3. Evaluation Findings — Sector Study Survey Results

3.1 Relevance

How have the labour force development needs of target groups been incorporated in the design of the Labour Market Information projects? How have the labour force development needs of target groups been incorporated in the design of the Saskatchewan Sector Study project?

The target groups for the Saskatchewan Sector Study project are primarily the LMI Extranet users, as the Extranet houses the Sector Study reports. As mentioned earlier, the target groups for the LMI Extranet include: SIAST; regional colleges; PSEST; HRDC; Saskatchewan Labour; Saskatchewan Economic and Co-operative Development; METSI; and SIIT. The Sector Study summary report will also be available on the SaskNetWork website to provide sector-specific skill shortage information and trends.

The Saskatchewan Sector Study project met the labour force development needs of the target groups, in that 93 percent of survey respondents use the information contained in them. Primarily, they use them as research tools to provide background information in such areas as occupational studies, new job training concepts, evaluation of existing training programs, skill shortages in specific sectors, and so on. There was some indication that the Sector Study project is not meeting the needs of some of the stakeholders who require more specific regional data. However, Sector Study information thought to be particularly useful included employment information (50 percent) such as forecasts, trends, skill shortages, and job vacancies/demand/growth, and information on training needs and shortages (25 percent). Industry projections (14 percent) and occupational profiles (11 percent) were also mentioned.

3.2 Design and Delivery

Have any operational/legislative/regulatory/jurisdictional constraints been identified that impinge on the ability of the program to achieve its objectives? How were these handled? Have any operational/legislative/regulatory/jurisdictional constraints been identified that impinge on the ability of the Sector Study project to achieve its objectives? How were these handled?

One of the operational constraints that affected the Saskatchewan Sector Study project was the lack of clear communication policies around the release of LMI products to the public, which delayed the report's distribution to target audiences. This contributed to outdated information, which was mentioned by 32 percent of respondents as an information gap.

How were the community and stakeholders informed about the Labour Market Information initiative? Was the external communication effective? How were the community and stakeholders informed about the Sector Study project? Was the external communication effective?

A significant proportion of respondents (41 percent) were unaware of, and not using, the Sector Study reports. This finding suggests awareness-generating strategies to reach and inform the intended target audience were not effective.

How satisfied are stakeholders and clients with the Labour Market Information products? How satisfied are stakeholders and clients with the Sector Study project?

The mean-rating of how valuable the Sector Study project was for respondents was 3.7 on a five-point scale. A total of 89 percent said they would continue to use the Sector Study reports in the future if they were updated on an ongoing basis. Eighty-two percent indicated that the sector study reports were easy to read, while 97 percent thought they were easy to understand. Of those who indicated that they were not easy to read, the most frequent comment was that the key findings should be highlighted or in point form.

Thirty-nine percent of respondents thought that there were information gaps in the Sector Study report, the most frequently mentioned being Tourism, Construction, and Forestry. Nine respondents indicated that the information gaps were caused by outdated information, while six respondents said they were caused by missing information. Sixty-four percent of respondents thought the sectors were defined appropriately, while 29 percent thought that they were not, with Information Technology and Tourism being the most frequently mentioned as requiring reclassification. Almost one-third of respondents were satisfied with the industries/sectors that were studied, while half thought that other sectors should be studied. The sectors most often mentioned as requiring study were the public, health, and education sectors.

3.3 Program Success

Have the intended impacts/objectives of the Labour Market Information program been achieved?

Target markets are using the Sector Studies an average of 15.8 times per year. One-fifth (21 percent) of respondents are consulting the Sector Studies on a monthly basis. As three-quarters of respondents indicated, other staff/co-workers (average of 8.6 other staff members) are also using the Sector Studies in their work. The Sector Studies have affected target market organizations by enabling them to prepare other projects/policies, implement policies and programs, and engage in other labour force development activities.

3.4 Cost-Effectiveness

Is this Labour Market Information pilot project model a cost-effective way of achieving the LMI initiative's objectives?

The Sector Studies have been cost-effective for the target market organizations. Sixty-eight percent of respondents indicated the Sector Studies were saving them time, and 54 percent said that the studies were saving them money. One of the primary reasons for the time and money savings was that respondents did not have to collect this labour market information on their own.

The following chart summarizes the Sector Study cost-effectiveness indicators for the 28 respondents surveyed:

Indicator	Percent
Use the Sector Study information	93
Intend to continue to use Sector Study information	89
Using Sector Studies saves time	68
Using Sector Studies saves money	54

4. *Key Findings and Recommendations for the Sector Study Project*

4.1 Key Findings for the Sector Studies Project

1. The majority of survey respondents (93.3 percent) indicated they used the information contained in the Sector Studies, and most found them easy to read and understand (82.1 percent and 96.9 percent respectively).

2. Employment information such as forecasts, trends, skill shortages, and job vacancies was indicated by half of respondents as particularly useful while 25 percent appreciated the information on training needs and shortages.

3. Over one-third (39.3 percent) indicated there were information gaps in the Sector Studies, with Tourism, Construction, and Communications sectors mentioned by the largest proportion of respondents (54.5 percent each). The most commonly mentioned gap for all sectors was "outdated information".

4. The mean rating of how valuable the Sector Studies were for respondents was 3.7 on the 5-point scale, and the majority of respondents (89.3 percent) indicated they would use the Sector Studies in the future or on an ongoing basis.

5. One-third of respondents (32.1 percent) would like the Sector Studies to be updated on an annual basis. Another 14.3 percent would prefer annual updates but felt that every 2-3 years was more realistic. The average of all numeric responses was 1.3 years.

4.2 Recommendations for the Sector Studies Project

1. Continue to provide the Sector Study reports as an LMI product. Also continue to provide Sector Study Summary Reports to stakeholders.

2. Explore options to regularly update Sector Studies in a cost-effective manner.

3. Consider surveys of other sectors, especially health, education and the public sectors.

4 Ensure adequate cross-representation of the sectors in the Sector Studies.

5. Key Findings of the LMI Initiative and Recommendations

5.1 Key Findings of the LMI Initiative

1. LMI has experienced delays in product development and project timing. Some of the timing issues were related to the time required to establish partnerships and for the development and implementation of new processes, policies, procedures, compatibility of equipment and technology, and systems of administration. Allocation of additional resources would likely have expedited the products.

2. Primary timing issues were identified around several projects. In particular, the Saskatchewan Sector Study experienced delays related to:

   - distribution of reports because procedures to release LMI products were not in place;
   - technical difficulties; and
   - shortcomings in the survey methodology which resulted in unreliable, unusable data.

3. Major innovations have been piloted through the LMI projects in the areas of partnerships, information collection, product development, and information distribution.

4. Implementation of new technology was used to develop a new LMI network to improve information distribution and accessibility.

5. Rapidly changing technology created opportunities for LMI product development and distribution as well as challenges in keeping projects up-to-date and ensuring compatibility for distribution and access. The LMI initiative was innovative in coordinating and delivering labour market information and services. The initiative operated in an environment which included managing a large number of partners and a variety of methods in collecting and using the information.

6. The partnerships developed by LMI are an important foundation for future innovations and product development. The LMI initiative developed an innovative architectural infrastructure for coordinating, collecting, and distributing LMI throughout the province that did not exist previously.

7. Partnerships formed among LMI developers and users include both orders of government, employers, community-based organizations, target groups, education and training institutions, and other stakeholders. These partnerships are more inclusive and collaborative than they have been in the past. However, partnerships require time and effort to develop and maintain.

8. Partnerships resulted in a new infrastructure to collect and disseminate LMI in Saskatchewan; an enhanced knowledge base; and continuing relationships between both orders of government (planners, analysts, etc).

5.2 Recommendations for Future LMI Initiatives

1. Develop a partnerships sustainability plan, and analyze the cost effectiveness and return on investment of LMI products and services.

2. Implement ongoing evaluation of LMI products and services to assess the impacts of LMI. Methodologies for this include the following:

   - implementation of client tracking system(s);
   - on-line surveys (Internet and Extranet);
   - telephone and on-site surveys;
   - in-depth key informant interviews;
   - focus groups; and
   - use of existing extensive document review.

3. Incorporate the collection of wage and salary information for Saskatchewan into the existing infrastructure. This would be best achieved by ensuring continued provincial partnerships and expanding the process to include the Department of Labour, Worker's Compensation Board and other stakeholders.

Appendix 1: LMI Evaluation Questions, Indicators, Sources, and Measurements

SI Evaluation Questions Labour Market Information (LMI)			
Relevance	**Indicators**	**Methodologies**	**Measurements**
1. What was the process used to determine the social and economic need for the Labour Market Information program and individual projects?	Process used	Key informant interviews Document Review — Needs Assessments	• Information gaps filled • Availability of accurate LMI by region • Needs served by products • Opinions of target markets • Opinions of stakeholders
2. How have the labour force development needs of target groups been addressed by the LMI initiative (i.e., the databases, products, and network developed)?	Participation of target groups in program design Design of program Participation of target groups in project identification Design of projects Opinions of target groups	Key informant interviews Document review Program description Project descriptions Working group minutes	• LMI projects directed to target groups • Availability of LMI by target groups • Location of system access points and availability of databases relative to target groups • Enhancement of LMI for First Nations and Métis • Utilization of databases/ products/information by target groups • Usefulness for target groups (relative to skills of users) — Who is using the information? — How the information is being used (relative to nature of information needed)?
3. What types of innovations are the Labour Market Information projects expected to test? To what extent are the databases, products, and network that have been developed innovative?	Innovations incorporated in LMI projects Innovations that lead to the approval of LMI Initiative	Key informant interviews Working group workshop Co-Chair workshop	• Comparisons of LMI products with previous products in Saskatchewan • Impacts of new technologies • Ability to update technology • Ability of system to identify and respond to changing needs • Impacts of new methodologies • Impacts of the availability of new LMI

SI Evaluation Questions Labour Market Information (LMI) (continued)			
Relevance	**Indicators**	**Methodologies**	**Measurements**
4. How does the Labour Market Information program represent improvements in service to clients over alternative programs?	Opinions of employers Opinions of job seekers Opinion of counsellors Opinions of other stakeholders	Key informant interviews Working group workshop Co-Chair workshop Job seekers focus group Counsellor focus group Employer focus group Working group focus group	• Comparison of LMI products with previous products in Saskatchewan • Comparison of LMI products with LMI products in selected provinces • Utilization of new technologies • Technology ease of use • Impacts of new partnerships • Impacts of new methodologies • Impacts of the availability of new LMI
Program Design and Delivery	**Indicators**	**Methodologies**	**Measurements**
5. Have any operational/ legislative/regulatory/ jurisdictional constraints been identified that impinge on the ability of the program to achieve its objectives? How were these handled?	Stakeholder opinions	Key informant interviews LMI Working Group Workshop Co-Chair workshop	• Development of LMI products — reports, databases, websites, networks, etc. • Ability of target markets to access information • Utilization of LMI products by target markets • Comparison with previously available LMI • Timeliness of Information (Current) • Utility and applicability of forecasts and other information (cognitive of the various levels of knowledge of all potential end users) • Usability of databases and products relative to skills of users • Opinions of target markets and other stakeholders regarding usefulness of products

SI Evaluation Questions Labour Market Information (LMI) (continued)			
Program Design and Delivery (continued)	**Indicators**	**Methodologies**	**Measurements**
6. What are the strengths and weaknesses of the Labour Market Information Program's organizational structure?	Administrative policies and procedures Project selection process Reporting Structures Committees Roles and Responsibilities of the various stakeholders Internal communication	Key information interviews Document Review • Policies and Procedures • Workplan Working Group Workshop Co-Chair Workshop	• Ability to easily update LMI products • Ability to respond to changing needs • Infrastructures in place • Stability of organizational structure • Coordination of data collection and database development • Costs to collect the LMI • Costs to disseminate the LMI • Costs to maintain the LMI • Cost of new LMI products compared to costs of alternatives (if appropriate) • Financial and non-financial benefits of the LMI • Sustainability plan • Implementation plans developed
7. How were the community and stakeholders informed about the Labour Market Information Initiative? Was the external communication effective (where appropriate, throughout the process)?	External communication Opinions of stakeholders	Key informant interviews Press releases LMI Update newsletter	• Opinions of target markets • Opinions of stakeholders • Communication structures/activities
8. What measures are being taken for tracking, monitoring and assessing the projects? Are these adequate?	Tracking and monitoring procedures in place Opinions of stakeholders	Key informant interviews Working Group Workshop Project files Project Tracking System Monitoring of specific projects Monitoring of LMI as a whole	• Ability to easily update LMI products • Ability to respond to changing needs • Infrastructures in place • Timeliness of Information (Current) • Utility and applicability of forecasts and other information (cognitive of the various levels of knowledge of all potential end users) • Usability of databases and products relative to skills of users

SI Evaluation Questions Labour Market Information (LMI) (continued)			
Program Success	**Indicators**	**Methodologies**	**Measurements**
9. What type of partnerships have been developed through the Labour Market Information Initiative?	Successes partnerships experienced Challenges partnerships experienced How the challenges were handled	Key informant interviews Working Group Workshop Co-Chair Workshop	• Partnerships developed, including those outside of Saskatchewan • Level of cooperation among partners • Standards developed for information • Incorporation of LMI products in Provincial training and employment services • Impacts of Federal and Provincial collaboration on training and employment services • Financial and non-financial impacts of the partnerships (i.e. costs of meetings, in-kind costs, actual costs, etc.) • Challenges and successes of partnerships • Changes in the partnership over time (i.e., in decision-making and planning processes; in relationships; and in roles and responsibilities) • Partnership sustainability at various levels
10. How is the Labour Market Information program contributing to increased federal and provincial coordination and collaboration in labour force Development? How does this represent an improvement over previous collaboration?	Changes in working environment How the program is contributing to a reduction in duplication	Key informant interviews Working Group Workshop Co-Chair Workshop	• Partnerships developed • Impacts of Federal and Provincial collaboration on training and employment services • Partnership sustainability including roles and responsibilities of partnering organizations

SI Evaluation Questions Labour Market Information (LMI) (continued)			
Program Success (continued)	**Indicators**	**Methodologies**	**Measurements**
11. What successes in innovations have been experienced? What challenges have been experienced and how have the challenges been handled?	Opinions of stakeholders	Key informant interviews Working Group Workshop Co-Chair Workshop Document review studies used in designing the databases and products Survey questionnaires	• New partners involved • New technologies utilized • New methodologies utilized • New LMI collected • Comparison of LMI products with previous products in Saskatchewan • Comparison of LMI products with LMI products in selected other provinces • Utilization of new technologies • Technology ease of use/friendliness • Impacts of new partnerships • Impacts of new technologies • Ability to update technology • Impacts of new methodologies • Impacts of the availability of new LMI
12. How satisfied are stakeholders and clients with the Labour Market Information products?	Opinions of stakeholders regarding completed projects Opinions of target markets Opinions of stakeholders	Key informant interviews Working Group Workshop Co-Chair Workshop Job seekers focus group Counsellor focus group Employer focus group Working group focus group Survey questionnaires	• Perceived usefulness of databases and specific products to target groups and sub-groups

SI Evaluation Questions
Labour Market Information (LMI) (continued)

Program Success (continued)	Indicators	Methodologies	Measurements
13. Have the intended outcomes/impacts/ objectives of the Labour Market Information program been achieved?	Impacts on policy makers Impacts on employers Impacts on job seekers Impacts on counsellors Impacts on trainers Impacts on other stakeholders Opinions of target markets Opinions of stakeholders More locally based, current information Development of automated regional databases on regional training needs Operational local-area and wide-area networks Database on information Current wage rate database	Key informant interviews Working Group Workshop Co-Chair Workshop Job seekers focus group Counsellor focus group Employer focus group Working group focus group Survey questionnaires	• Impacts of new partnerships • Impacts of new technologies • Standards developed for information and used by partners • Incorporation of LMI products in Provincial training and employment services • Impact of Federal and Provincial collaboration on training and employment services • Financial and non-financial impacts of the partnerships (i.e. costs of meetings, in-kind costs, actual costs, etc.) • Information gaps filled • Availability of accurate LMI by region • Needs served by products • Impacts of new methodologies • Impacts of the availability of new LMI • Support the objectives of the LMI initiative and the LFDA as a whole
14. What are the unintended outcomes/impacts (or unexpected results/achievements) of the Labour Market Information program? What is the significance of each?	Impacts on policy makers Impacts on employers Impacts on job seekers Impacts on job counsellors Impacts on trainers Impacts on other stakeholders Opinions of target markets Opinions of stakeholders	Key informant interviews Working Group Workshop Co-Chair Workshop Job seekers focus group Counsellor focus group Employer focus group Working group focus group Survey questionnaires	• Support, or detract from, the objectives of the LMI initiative and the LFDA as a whole

SI Evaluation Questions Labour Market Information (LMI) (continued)			
Project Cost-Effectiveness	**Indicators**	**Methodologies**	**Measurements**
15. How were the funding allocations determined?	Process used Opinions of stakeholders	Key informant interviews Sponsor interviews	• Financial structures/turnaround Development and administrative costs • Employer financial and non-financial contributions • Other partner financial and non-financial contributions • Delivery costs • Total costs • Cost per participant • Participant financial and non-financial costs • Reductions in government transfers
16. Is the Labour Market Information Initiative model a cost-effective way of achieving the initiative's objectives?	Opinions of stakeholders Cost comparison with other programs	Key informant interviews Sponsor interviews Partner interviews Participant surveys Review and analysis of costs	• Financial structures/turnaround • Development and administrative costs • Employer financial and non-financial • Other partner financial and non-financial contributions • Delivery costs • Total costs • Cost per participant • Participant financial and non-financial costs • Reductions in government transfers

Appendix 2: LFDA Principles and LMI Objectives

LFDA Principle	(Potential) Contribution of LMI Initiative
• To provide linkage of programs and services to local and provincial, social and economic needs.	• To identify and fill information gaps concerning employment demand and supply and skill requirements by industry and occupation. • To provide LMI by geographical area. • To create an infrastructure that allows for the efficient distribution and sharing of information.
• To provide enhanced labour market opportunities for employment equity group members including Aboriginal people, people with disabilities, women, visible minorities, youth, and social assistance recipients.	• To provide enhanced opportunities to these groups. However, for the first category, LMI involved Aboriginal agencies in the planning processes. Whether LMI is addressing the information needs of Aboriginal individuals remains to be determined.
• To provide improved service to clients.	• To develop LMI data and networks. • To develop appropriate access methods for database sharing and dissemination of LMI products. • To provide students, job seekers, and other individuals with appropriate information to make informed training and career decisions. • To provide educators and training professionals with appropriate information about future job opportunities and skill requirements. • To provide appropriate information on wages and salaries for various occupations in Saskatchewan. • To provide improved identification of current and future trends and skills needed, by industry and occupation, for partners involved in planning and policy making.
• To increase federal-provincial coordination in training, employment, and community and labour force adjustment programming, and facilitate the transition from federal to provincial provision of training services. • To enhance advisory roles for labour market partners and communities. • To achieve an appropriate balance in federal, provincial, community, and business responsibilities for training.	• To establish a partnership among labour market stakeholders in data collection, database development, information dissemination, and access to information. • To provide information to increase federal-provincial coordination in training, employment, and community and labour force adjustment programming. • To provide information to facilitate the transition from federal to provincial provision of training services.
• To develop innovative methods of meeting labour market requirements.	• To test new partnerships, technologies, and methodologies involved in collecting, compiling, formatting, analyzing, and disseminating LMI.
• To improve efficiency and effectiveness including the elimination of duplication and waste.	• To achieve efficient and effective administration and resources.

Appendix 3: Saskatchewan Sector Study Findings

Saskatchewan Sector Study Findings

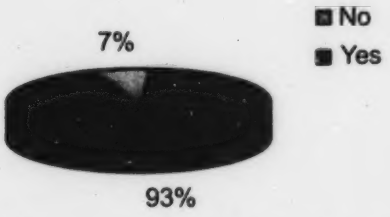
The following is an excerpt from the findings of the Sector Study survey. Please refer to Appendix 5 for a copy of the survey and Appendix 6 for the complete listing of all open-ended and "Other" responses.

Please note that Questions 1, 2, and 3 have 30 respondents while the remaining questions have 28 respondents. This is due to the fact that 2 respondents indicated they did not use the Sector Studies until after the survey began, and so were not qualified to complete the survey.

Questions 1 & 2: Which Sector Studies/Executive Summaries did you receive?

Sector Study	# (Sector Study)	percent (Sector Study)	# (Exec. Summary)	percent (Exec. Summary)
Energy Sector	26	86.7	20	66.7
Tourism Sector	26	86.7	22	73.3
Information Technology and Communications Sector	26	86.7	20	66.7
Forestry Sector	26	86.7	22	73.3
Mining Sector	26	86.7	22	73.3
Agri-Value Sector	24	80.0	19	63.3
Construction Sector	24	80.0	21	70.0
Fabricated Metal Manufacturing Sector	24	80.0	19	63.3
Business Service Sector	23	76.7	18	60.0
None Received	0	0.0	3	10.0
Total	**30**	**100.0**	**30**	**100.0**

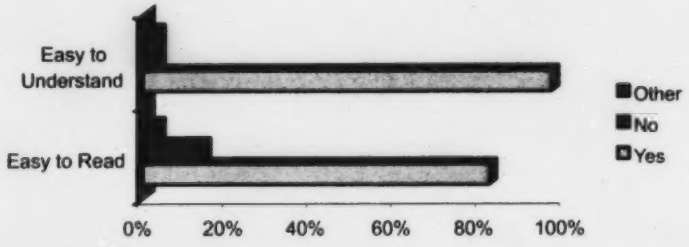
Question 3: Do you use the information contained in the sector studies?



Question 4: Why haven't you used the Sector Studies?

The 2 respondents who indicated they did not use the Sector Studies were asked for their reasons why. The two comments were: "I only glance them over when they first come into my office but others in my office use them for background research material" and "We just haven't had the opportunity to look at it yet".

Questions 5 & 7: Was the study easy to read/understand?



The "Other" response for Question 5 was "The first studies that came out were more difficult to read but the latter ones have been improved in terms of their readability".

The "Other" response for Question 7 was "I could understand the information but the studies needed to be laid out in a more logical format".

Question 6: Why wasn't it easy to read?

The 4 respondents who indicated the Sector Studies were not easy to read were asked for their reasons. Please see Appendix 6 for their responses.

Question 8: Why wasn't it easy to understand?

The one respondent who felt the Sector Studies were not easy to understand did so because "They neglected to think of the interest of the readers as opposed to the mechanics of the results".

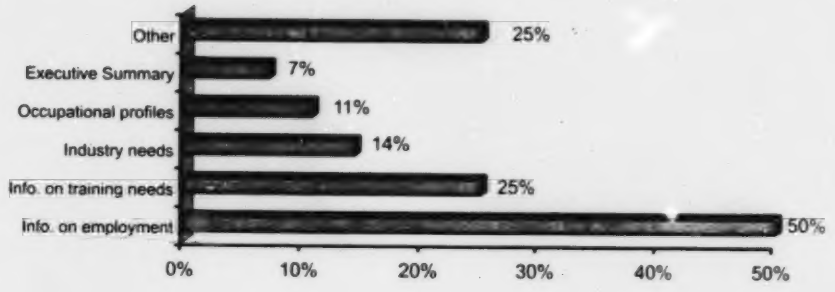
Question 9: Which Sector Studies do you use or consult?

Sector Study	#	Percent
Forestry Sector	22	78.6
Mining Sector	20	71.4
Construction Sector	19	67.9
Agri-Value Sector	19	67.9
Energy Sector	19	67.9
Tourism Sector	19	67.9
Information Technology and Communications Sector	18	64.3
Business Service Sector	17	60.7
Fabricated Metal Manufacturing Sector	16	57.1
Other	1	3.6
Total	28 Respondents	N/A

Question 10 a-i: How, or in what ways, do you use: (each study)?

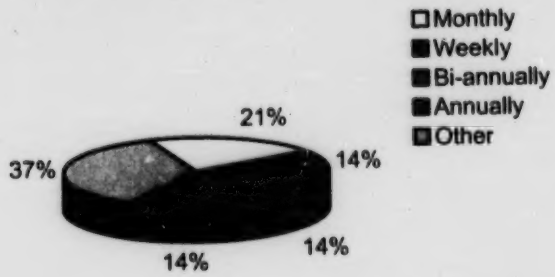
There were 17 responses which respondents indicated applied to all of the Sector Studies, while 17 responses were particular to certain Sector Studies. Examples of responses which applied to all Sector Studies were "The Sector Studies provide background information for speeches" and "I use the occupational information". Please see Appendix 6 for a complete listing of all open-ended responses.

Question 11: What information did you find particularly useful?



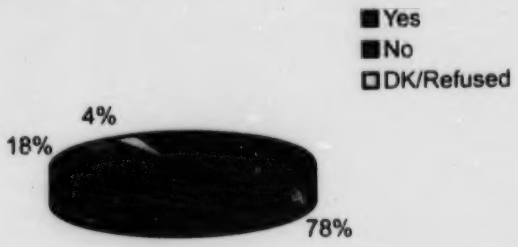
Half of respondents found the information on employment forecasts/trends/skill shortages/job vacancies/demand/growth to be useful. Other information categories cited by respondents were information on training needs/shortages (25.0 percent), industry needs/profile/stats/projections (14.3 percent), occupational profiles (10.7 percent), and the Executive Summary/overview (7.1 percent). Please see Appendix 6 for a complete listing of all "Other" responses.

Question 12: How often do you consult or use the sector studies?

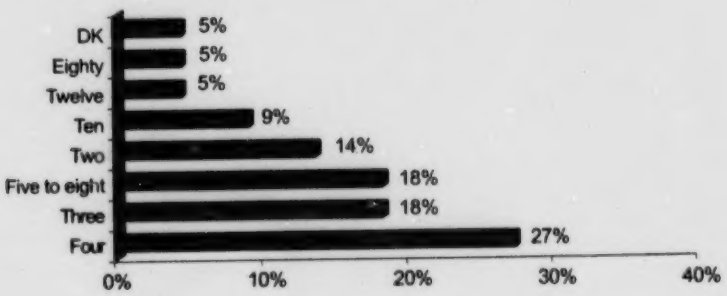


Please see Appendix 6 for a complete listing of all "Other" responses.

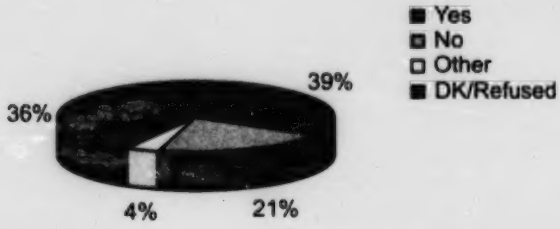
Question 13: Are you aware of any other staff/co-workers who are using the sector studies?



Question 13b: Approximately how many staff are using them?

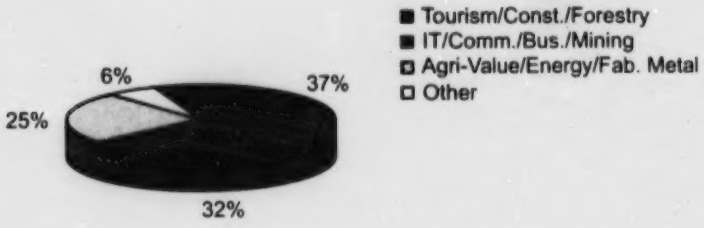


Question 14: Are there information gaps in the sector studies?



Over one-third of respondents (39.3 percent) indicated there were information gaps in the Sector Studies, while one-fifth (21.4 percent) thought there weren't any gaps. Several were unsure, and the one "Other" response was "Not information gaps as such, but some were broken down by region, while others were just left by province. We prefer the regional perspective".

Question 15: Which studies had information gaps?



Of the 11 respondents who felt there were gaps in the Sector Studies, over half identified the Tourism, Construction, and Forestry Sectors as having gaps (54.5 percent each). Five respondents (45.5 percent each) felt there were gaps in the Information Technology and Communications, Business Service, and Mining Sectors, while equal proportions of respondents (36.45 each) identified gaps in the Agri-Value, Energy, and Fabricated Metal Manufacturing Sectors. Please see Appendix 6 for a complete listing of all "Other" responses.

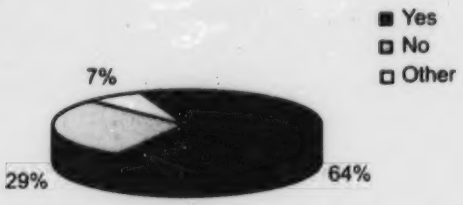
Question 16 a-i: What were the gaps in the: (each study)?

Sector	Outdated Information #	Outdated Information %	Missing data/info. #	Missing data/info. %	Inaccurate Info. #	Inaccurate Info. %	Other #	Other %	Don't Know #	Don't Know %	Total #	Total %
Agri-Value	1	20.0	1	20.0	0	0.0	6	60.0	0	0.0	5	100.0
Energy	1	25.0	0	0.0	0	0.0	3	75.0	0	0.0	4	100.0
Tourism	1	16.7	1	16.7	0	0.0	4	66.7	0	0.0	6	100.0
IT and Comm.	1	20.0	1	20.0	0	0.0	3	60.0	0	0.0	5	100.0
Construction	1	16.7	2	33.3	0	0.0	3	50.0	0	0.0	6	100.0
Fabricated Metal Manufacturing	1	25.0	0	0.0	0	0.0	3	75.0	0	0.0	4	100.0
Business Service	1	20.0	1	20.0	0	0.0	3	60.0	0	0.0	5	100.0
Forestry	1	16.7	0	0.0	0	0.0	5	83.3	0	0.0	6	100.0
Mining	1	20.0	0	0.0	0	0.0	4	80.0	0	0.0	5	100.0
TOTAL	9	N/A	6	N/A	0	0.0	34	N/A	0	N/A	11 resp.	N/A

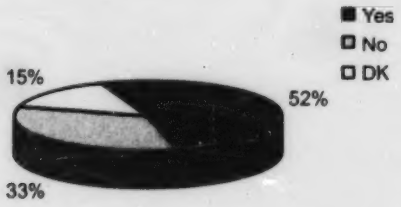
Please see Appendix 6 for a complete listing of responses for this question.

Please see Appendix 6 for the two "Other" responses and the comments from the 8 people who would like to see the sectors defined differently.

Question 17: Were the sectors defined in the most appropriate way?



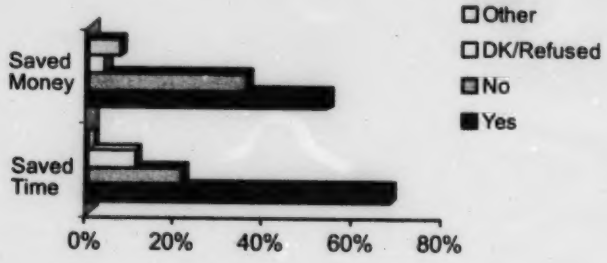
Question 18: Are there other sectors or industries that should be studied?



Question 19: What other sectors and industries should be studied?

Suggestions for other sectors and industries that should be studied included the "health", "public", and "education" sectors. Please refer to Appendix 6 for the comments from the 14 respondents who thought that other sectors or industries should be studied.

Questions 20 & 22: Has using the sector studies saved you time/money?



Question 21: In what ways has it saved you time?

Please see Appendix 6 for a complete listing of responses for this question.

Question 23: In what ways has it saved you money?

Please see Appendix 6 for a complete listing of responses for this question.

Question 24: Were there any other results or effects brought about by using the sector studies?

Question 24b: What were the other results or effects brought about by using the Sector Studies?

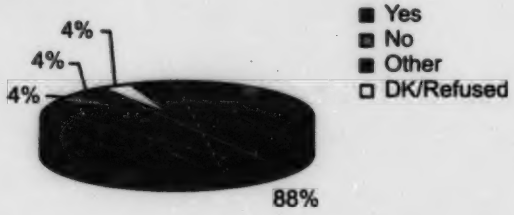
Please refer to Appendix 6 for the listing of comments regarding other results or effects brought about by the Sector Studies.

Question 25: How valuable are the Sector Studies for you?

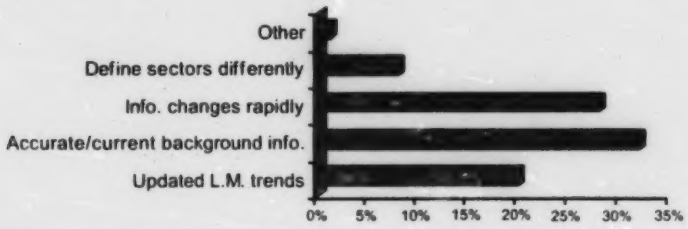
(1 = Not at all Valuable, 5 = Extremely Valuable)

	1		2		3		4		5		Total	
Mean	#	per cent	#	per cent	#	per cent	#	per cent	#	per cent	#	per cent
3.7	0	0.0	2	7.1	9	32.1	12	42.9	5	7.9	28	90.0

Question 26: Would you use updated sector studies in the future or on an ongoing basis?



The one "Other" response to this question was "If the studies were published one at a time, were less broad in scope, and used different terminology (i.e. economic clusters), I would use them."

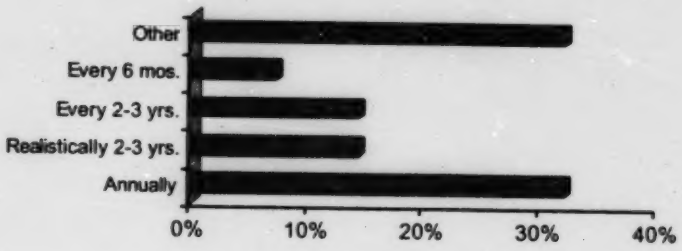


Question 26b: And why would you use updated Sector Studies again or on an ongoing basis?

The 25 respondents who indicated in Question 26 that they would use updated Sector Studies again or on an ongoing basis were asked for their reasons. The largest proportion of respondents (32 percent) indicated it was because they "need accurate/current/ background information", while 28 percent felt that "information becomes quickly outdated/rapidly changes therefore need updated information" and one-fifth indicated they "need updated information to study labour market trends". Just 8 percent mentioned that "information becomes quickly outdated/rapidly changes

therefore need updated information". Please see Appendix 6 for a complete listing of all "Other" responses.

Question 27: Given rapid changes in the labour market, how often should sector studies be updated to be most useful to you?



When asked how often the Sector Studies should be updated, the largest proportion of respondents (32 percent) indicated that it would be most useful for Sector Studies to be updated annually. Another 14 percent would like to see the sectors updated annually, but recognize this may be unrealistic and therefore are willing to accept updates every 2-3 years. An equal proportion indicated that 2-3 years is optimal for sector study updates, while 2 respondents would like to see sector study updates every 6 months. The average of all numeric responses was once every 1.3 years. Please see Appendix 6 for a complete listing of all "Other" responses.

Question 28: Do you have any other comments on the sector studies?

Half of respondents had other comments on the Sector Studies.

Question 29: What comments do you have?

Please refer to Appendix 6 for a complete listing of the comments.

Question 30: What is your occupation?

Occupation	#	percent
Director/Executive/Regional Director	9	32.1
Project Coordinator/Program Development Officer	5	17.9
Manager	3	10.7
Research and Evaluation	3	10.7
Labour Market Specialist/Analyst	2	7.1
Assistant Deputy Minister	2	7.1
Other	4	4.3
Total	28	89.9

Appendix 4: Description of Projects

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Saskatchewan Sector Study • Agri-value • Energy • Information Technology/ Communication • Tourism • Construction • Manufacturing (Metal Fabrication) • Business Services • Forestry • Mining • Validation of SI Forecast • Sectors Database The Saskatchewan Sector Study identifies and examines current and future human resource issues and needs within several sectors. This includes an assessment of current and future demand for employees and their associated skills training and developmental needs. The reports include: • An overview of the sector • An overview of industries within the sector including the type of companies and current employment levels • Trends or technological changes that have an impact on the industries and the sector • Human resource issues or occupational skill requirements • Demographic profiles of the sector including age, gender, and education levels of employees • Identification of training implications	$298,004	Completed	Distribution of completed reports was slightly delayed because procedures for issuing LMI products were not in place. Completed reports and executive summaries were distributed to stakeholders. The reports and executive summaries are electronically available on the LMI Extranet.
Saskatchewan Sector Summary Report The report provides an overview of the main research findings from the studies of the nine industrial sectors of the Saskatchewan Sector Study project.	$5,000	Completed	Report distributed to key stakeholders. The report is also available on the LMI Extranet; and the Overview section is available on the SaskNetWork website.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Saskatchewan Sector Profiles Internet Product A web-based product that profiles the main research findings from the studies of the nine industrial sectors of the Saskatchewan economy that were completed under the Saskatchewan Sector Study project.	$10,250	Completed	Available on the LMI Extranet and SaskNetWork websites.
Consulting Contract A consulting contract to complete preliminary research and development activities for the following four LMI projects: • Saskatchewan Wage and Salary Information Database • Events Affecting the Labour Market Database Project • Saskatchewan Working Conditions Internet Information Product • Saskatchewan Job Futures The consultant conducted needs assessments to identify information and product needs, conducted consultation, identified information sources, and developed implementation plans and operational budgets.	$31,750	Completed	The research reports and needs assessments provided a foundation to develop corresponding LMI products, in addition to baseline information for the summative evaluation. Based on preliminary research, the Events Affecting the Labour Market Database project was discontinued due to its labour-intensive requirements.
Consulting Contract An economist and labour market specialist was contracted to coordinate and manage the following three LMI projects: • Saskatchewan Wage and Salary Survey (1997) • Union Wage Rate Database • Frequently Asked Questions	Approx. $30,000	Completed	Consultant oversaw the development and completion of these LMI projects.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Saskatchewan Wage & Salary Survey (1996) Statistics Canada was contracted to produce statistical information on wages and salaries in Saskatchewan through a mail-out/mail-back survey of Saskatchewan businesses with more than five employees. The survey provides data on approximately 150 occupations using the 4-digit National Occupation Classification (NOC), industry codes by 3-digit Standard Industrial Classification (SIC), establishment size, and the number of workers in each occupation. The wage information is composed of six categories for both full-time and part-time workers according to employment experience and union or non-union status.	$50,000	Completed The results have been reviewed to determine whether objectives have been met and to identify any gaps in information.	Significant delays were experienced in the completion of the Statistics Canada contract which was signed in February, 1996, targeted for completion by July 1996, and completed May 1997. Shortcomings in the survey methodology resulted in unreliable, and unusable data. Follow-up with Statistics Canada is being done to communicate dissatisfaction with the methodology and results.
Saskatchewan Wage & Salary Survey (1997) Statistics Canada was contracted to conduct a telephone survey of growth industries that represent a small portion of total employment (i.e. film and motion picture, gaming, etc.), to supplement the 1996 survey.	$50,000	Completed	Due to difficulties experienced with the 1996 survey that Statistics Canada designed, the survey was based on the 1998 data. Shortcomings in the survey methodology resulted in unreliable data. Follow up with Statistics Canada is being done to communicate dissatisfaction with the methodology and results.
Union Wage Rate Database The project extracts wage and salary information from all union collective agreements in Saskatchewan. Wages for unionized occupations are distinguished from all occupations in the province. This database is an integral component of the comprehensive wage and salary information database. Summer students compiled the database under the direction of a labour market specialist.	$14,000	Completed	This project was completed and has been operating in the Saskatchewan Department of Labour for approximately one year. The database is available on the LMI Extranet in the Wage Rates section under Collective Agreement Data, and is also a wage component of Saskatchewan Job Futures.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Wage and Salary Products The Wage and Salary Database incorporates information from the Statistics Canada wage surveys, Union Wage Rate Database project, and census data. The product will likely become part of Job Futures and there will be aspects of it available to planners and others.		Completed The Wage and Salary products will evolve as the other projects that it incorporates are completed. The final format and cost will depend on the information that is collected during the other wage and salary projects.	Completed The database is available on the LMI Extranet, and on the SaskNetWork as a component of Saskatchewan Job Futures.
Frequently Asked Questions on Labour Legislation and the Occupational Health and Safety Act Questions and answers on Labour Legislation and the Occupational Health and Safety Act were developed. Research work was completed by summer students under the direction of a labour market specialist.	$16,000	Completed	Completed and available on the LMI Extranet and SaskNetWork websites.
First Nations Client Tracking System The First Nations Client Tracking System is linked to the Provincial Wide Area Network for use as an LMI planning tool. The agreement is with the Saskatchewan Indian Institute of Technologies (SIIT). The Tracking System is linked to the Aboriginal Citizen database, and will track any First Nation client of the Saskatchewan Indian Training Assessment Group Inc. (SITAG) that participates in training or counseling services until the individual becomes employed. A total of 22 sub-contributors including Saskatchewan Tribal Councils and some First Nations have contributed to and are utilizing the database, with 13 remote sites inputting data. The database is part of the provincial Wide Area Network and reports will be made available on the LMI Extranet.	$50,000	Completed	The project was expected to be completed by March, 1997. However, technical difficulties delayed completion.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Saskatchewan Métis Employment Strategies Twelve Local Métis Management Boards (LMMB) provide training and employment services to Métis people within their region. Métis Employment Strategies for each of the 12 regions and one provincial Strategy have been developed to promote economic self-sufficiency for Saskatchewan Métis. The information compiled will assist in the development of long-term human resource development plans for the Métis. The Strategies will identify barriers to employment including social and economic barriers and opportunities for employment, training or business that meet the needs of Métis. Focus groups were used in each region and summer students are being contracted to assist in data collection. The project also incorporates findings from the Saskatchewan Sector Study.	$75,000	Completed	A labour market specialist hired to coordinate the research did not work out as anticipated and another person with experience through Pathways was recently contracted to complete the project. The provincial and twelve regional reports will be electronically available on the LMI Extranet.
Strategic Initiatives Forecast (Purchase of PREMOS) In March, 1996, a contract was signed to purchase the Provincial Economic Model of Saskatchewan (PREMOS), a macro-economic model used to forecast a variety of macro-economic variables, including employment in eight aggregated sectors of the economy. By utilizing the Economic Development Input Output Model (EDIOM), employment forecasts for aggregated sectors like manufacturing, services, trade, and others can be produced. The model produces scenario forecasts as required, and base forecasts to account for rapidly changing local conditions. The project will enable government, training institutes, and industry to foresee areas of potential employment growth by occupation and develop policies to address these areas.	$10,000	Purchase Completed in March 1996. SI Forecasts were developed in 1998.	The PREMOS model was purchased with the intent of enabling modifications to industry projections as required. It was later determined that the economic and industry forecasting should be provided by Saskatchewan Finance's economic model, to ensure consistent assumptions are being used. A July 1998 SI Forecast has been developed and made available on the LMI Extranet. Use of Saskatchewan Finance's annual economic forecasting will limit the ability to update occupational projections that may be required throughout the year.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Saskatchewan Job Futures • Profiles of at least 250 occupations using current LMI • Occupational search capabilities • Nature of work • Employment requirements • Education/Training paths • Average wage range • Prospects for future growth by occupation The Saskatchewan Job Futures utilizes the Internet as the medium for distributing occupational information to users. The project consists of summary occupational information covering 522 unit groups identified in the NOC system and detailed occupational profiles on approximately 250 occupations at either the 3 or 4 digit level of the NOC system. The two major phases of the project involved: 1. Recruitment of a writer/ analyst to research and compile current occupational LMI 2. Development of a Saskatchewan Job Futures Internet web product. Career profiles have also been identified as important products for the Career Service projects. LMI has worked closely with a career analyst and the Regina Career Linx Project to coordinate the development of the job profiles.	$90,000	Completed	Current occupational labour market information has been researched and compiled. A Saskatchewan Job Futures Internet web product has been developed. Saskatchewan Job Futures is available on the SaskNetWork website.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Partnership Access to the National Labour Market Information System The original intent was to redesign the National Labour Market Information System (NLMIS) to operate on a wide-area network environment. The NLMIS was required to reside on a client server to allow connection from Saskatchewan Post-Secondary Education and Skills Training to Human Resources Development Canada's WAN. HRDC pursued an innovative alternative to allow partner access through the WAN using Citrix WinFrame.	$320,000	Access made available by March 1999.	The development of a client server has been postponed for up to two years because of technical difficulties. The NLMIS is operating in a WAN environment. Partners are able to access it using Citrix WinFrame. It is currently available through the LMI Extranet.
LMI Wide-Area Network (LAN/WAN) A local-area network/wide area network has been developed to connect SI partners (i.e. SIAST, Regional Colleges, New Careers Corporation, and Saskatchewan PSEST), to facilitate the dissemination of information and to provide access to information such as the NLMIS at HRDC. The project management functions were assigned to the PSEST Information Technology (IT) Branch, which developed the WAN requirements and contracted with SaskTel for the development.	Approx. $400,000	Access made available by June 1997.	The WAN has been developed to connect partners and facilitate dissemination of information.
LMI Extranet Website LMI Extranet website has been developed on the Internet, with a firewall in place. Users require a password for access. The site houses databases and other LMI products, and provides partners with access to a server, communication opportunities, a help component, a list of LMI and Career Services contact people and other tools.	Approx. $50,000	Access made available by June 1998. Orientation sessions for LMI planners and policy makers were held during October and November 1998.	The LMI Extranet website is operational and accessible through a password. IT houses LMI databases and products. IT provides partners with communication opportunities, a help component, a list of LMI and Career Services contact people, and other tools.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
SaskNetWork Website (Joint LMI and Career Services Project) A partnership website has been developed to provide electronic single-point access for communicating and disseminating timely and relevant career, employment and labour market information to the people of Saskatchewan. The project involved two phases: Phase I: Development of a prototype, based on a planning session with a variety of users, and follow-up focus group testing with target audiences. Phase II: Development of the website, which integrates the SUCCESS, the former New Careers Corporation, and Regina Career Linx websites and links to a network of other provincial and national career and labour market information websites, including HRDC and partnership with the information on: looking for work, finding workers, career planning education and training, labour market information, self-employment, financial help, and the workplace.	$20,000	Phase I completed September 1997. Phase II completed March 1999.	The initial request for proposal was re-worked and issued to a wider audience of potential suppliers. The SaskNetWork website is a priority project that must move forward quickly because the LMI Internet products being developed require a website so that a wide target audience can access them. The SaskNetWork website has been designed and will be operational by January 1999. Delays have been experienced.
SaskNetWork Communications Strategy A communications strategy is being developed, including the design and production of promotional items (e.g., brochure, poster, promotional cards) to market the SaskNetWork website.	$100,000	To be completed March 31, 1999	Development of the SaskNetWork Communications Strategy is complementary to the regional Canada-Saskatchewan Career and Employment Services (CSCES) communication strategy, as the SaskNetWork is an integral component of the CSCES self-help features.

Project Title and Description	Contracted Value	Status as of December 1998	Primary Timing Issues
Geographic Area Files (LMI Working Group Project) The Geographic-Area Files project will create geo-area files for use under the NLMIS to correspond with the partners' sub-provincial areas. The geo-area files are used to develop products using Geographic Information System (GIS) technology.	Internal	Completed	The project was initially delayed as required information (postal codes to define geographical areas) was not received from some of the Working Group partners. The project is completed and has assisted in developing and implementing regional LMI products on the LMI Extranet.
Regional Labour Market Planning Areas *(Formerly called "Regional Training Needs Assessment")* This project evolved from the idea of a Regional Employment, Training and Educational Partnerships database, into contractual work for the development of labour market areas for Saskatchewan. Based on Dr. Stabler's research on community trading patterns and trends in Saskatchewan, eleven labour market planning areas were developed, using a wide range of socio-economic variables and 1991 Census data. The profiles have been updated, based on 1996 Census data.	$50,000	Completed	The eleven regional labour market profiles are being used by the department of Post-Secondary Education and Skills Training for planning purposes. The regional profiles are electronically available on the LMI Extranet.
Compatible Information Database An automated compatible information database that would include all students and program-related information was planned (i.e. student enrollment and student outcome information.) The objectives were to focus on standardized formats and common reporting criteria. Definitions (i.e. full-time student, certificate) were to be standardized to provide better comparison between educational institutes. A common student identifier was proposed to allow for better tracking of student mobility and education activities. The U of R, U of S, SIAST Institutes, Regional Colleges, Aboriginal institutions, and private vocational schools have been involved in the planning.		Discontinued	

LMI Projects After July 31, 1997	Contracted Value	Status as of December 1998	Primary Timing Issues
Training Outcomes: Results From Graduate Employment Survey Based on SIAST's annual graduate employment surveys, this project developed an internet-based information product to provide employment information on SIAST's program graduates. An internet-based querying capability allows searches by SIAST program, NOC occupation, industry, location, and salary.	$30,000	Completed	This product is electronically integrated into the SaskNetWork website.
Regional Profiles Regional profiles have been developed, based on detailed community 1996 Census (2a and 2b) data purchased from Statistics Canada. The profiles have eight theme topics, including: demographics, target groups, family structures, culture and language, education, employment, income and covered population (based on Saskatchewan Health data). Information provided by HRDC on E.I. claimants, Social Assistance Recipients and number of employers has also been regionally configured. Regional profiles have been developed for HRDC regions, the Regional College regions and four major SIAST cities, the regional Canada-Saskatchewan Career and Employment Services areas, and eleven labour market planning areas.	Included within contractual funds for development of the LMI Extranet.	Completed	The regional profiles have been developed and reconfigured based on updated information on covered population, and to include 1998 K-12 enrolment data. The Regional College regions were also reconfigured to reflect their legislated boundaries. The regional profiles are electronically accessible on the LMI Extranet.
Skills Shortages Contractual work to provide a comprehensive overview and analysis of current and future higher skilled job shortages in Saskatchewan within priority sectors of the economy. Based on survey findings, the information was used to form the basis for overseas recruitment under the Provincial Nominee Program under the Canada-Saskatchewan Immigration Agreement.	$35,000 plus funding from Saskatchewan Economic and Co-operative Development.	Completed	Distribution was internal to the LMI SI Working Group partners involved in the project, due to employer-specific information contained within the final report.

LMI Projects After July 31, 1997	Contracted Value	Status as of December 1998	Primary Timing Issues
Results of French Immersion Students Research on the post-secondary intentions of French immersion students (grades nine to 12) as their preferred language of instruction.	$16,000	Completed	Final report completed and being reviewed.
SLID: Results from Survey of Labour and Income Dynamics Contractual work to research the relationship between education and labour market mobility within Saskatchewan. Research is based on Statistic Canada's Survey of Labour Income Dynamics, which collects longitudinal data, and supported by data from the Labour Force Survey and 1996 Census.	$7,700	To be completed March 31, 1999	A final report will be electronically available on the LMI Extranet.
Saskatchewan Economic and Labour Market Overview This project provides a general overview of the following economic and labour market characteristics: International and national economic outlook. Provincial economic and labour market overview, including information on demographics and aboriginal population, the labour force, the economy, and education and training. Provincial sector overviews, based on the Saskatchewan Sector Study project.	$2,600	Completed	The overview is electronically available on the LMI Extranet and SaskNetWork websites. The overview is currently being updated by SIAST.

LMI Projects After July 31, 1997	Contracted Value	Status as of December 1998	Primary Timing Issues
Skill Profiles for Tourism Occupations Saskatchewan Tourism Education Council (STEC) and the Saskatchewan tourism industry have jointly developed standards for various tourism-specific occupations to provide professional development and certification of tourism professions. The standards describe the knowledge, skills and attitudes required for more than thirty occupations, and have been prepared into skill profile charts. The skill profile charts were then transformed into an internet-based product to enhance the occupational information contained within the Saskatchewan Job Futures product. STEC has allowed the skill profiles to be incorporated into the SaskNetWork and LMI Extranet websites.	None	Completed	STEC has agreed to the skill profiles being incorporated into the SaskNetWork and LMI Extranet websites.

Appendix 5: Sector Study Survey Questionnaire

LMI Strategic Initiatives
Sector Study Survey
October 1998

Hello, this is _____ calling from Calibre Consultants in Saskatoon. May I please speak to _____? We are gathering information on the usefulness of the Sector Studies that were completed on behalf of Strategic Initiatives Labour Market Information. Would you have about five minutes to answer a few questions about the Sector Studies you received? Or, is there someone else in your organization who would have knowledge of such studies that would be more appropriate to speak to?

If Yes — "Great, thank you very much"
If No — GET TIME AND DATE AVAILABLE FOR FOLLOW-UP CALL

Q01. Which Sector Studies did you receive? (Read choices as necessary)

1. Agri-Value Sector
2. Energy Sector
3. Tourism Sector
4. Information Technology and Communications Sector
5. Construction Sector
6. Fabricated Metal Manufacturing Sector
7. Business Services Sector
8. Forestry Sector
9. Mining Sector
10. Don't Know — THANK AND TERMINATE
11. No More

NOTE: If they don't know, they are not eligible to complete the survey.

Q02. In addition to the sector study reports you received, did you receive any Executive Summaries on the Sector Studies? If so, which ones?

1. Agri-Value Sector
2. Energy Sector
3. Tourism Sector
4. Information Technology and Communications Sector
5. Construction Sector
6. Fabricated Metal Manufacturing Sector
7. Business Services Sector
8. Forestry Sector

9. Mining Sector
10. None Received
11. No More

Q03. Do you use the information contained in the Sector Studies?

1. Yes **(GO TO Q05)**
2. No **(GO TO Q04)**
3. Don't Know **(GO TO Q05)**

Q04. Why haven't you used the Sector Studies?

Q05. Was the sector study easy to read?

1. Yes **(GO TO Q07)**
2. No **(GO TO Q06)**
3. Don't Know **(GO TO Q07)**
4. Other (Specify:_____) **(GO TO Q07)**

Q06. Why wasn't it easy to read?

Q07. Was the sector study easy to understand?

1. Yes **(GO TO Q09)**
2. No **(GO TO Q08)**
3. Don't know **(GO TO Q09)**
4. Other (Specify:_____) **(GO TO Q09)**

Q08. Why wasn't it easy to understand?

Q09. Which Sector Studies do you use or consult?

1. Agri-Value Sector
2. Energy Sector
3. Tourism Sector
4. Information Technology and Communications Sector
5. Construction Sector
6. Fabricated Metal Manufacturing Sector
7. Business Services Sector
8. Forestry Sector
9. Mining Sector
10. Other (Specify_____)
11. Don't Know/Refused
12. No More

Q10a. How, or in what ways, do you use the Agri-Value sector study?
Q10b. How, or in what ways, do you use the Energy sector study?
Q10c. How, or in what ways, do you use the Tourism sector study?
Q10d. How, or in what ways, do you use the Information Technology and Communications sector study?
Q10e. How, or in what ways, do you use the Construction sector study?
Q10f. How, or in what ways, do you use the Fabricated Metal Manufacturing sector study?
Q10g. How, or in what ways, do you use the Business Services sector study?
Q10h. How, or in what ways, do you use the Forestry sector study?
Q10i. How, or in what ways, do you use the Mining sector study?

Q11. What information do you find particularly useful?

Q12. How often do you consult or use the Sector Studies?

1. 0
2. Weekly
3. Monthly
4. Bi-annually (once every six months)
5. Annually
6. Don't Know
7. Other (Specify:_____)

Q13. Are you aware of any other staff/co-workers who are using the Sector Studies?

1. Yes	**(GO TO Q13b)**
2. No	**(GO TO Q14)**
3. Don't Know	**(GO TO Q14)**
4. Other (Specify:_____)	**(GO TO Q14)**

Q13b. Approximately how many staff are using them?

# of staff: (Enter -1 for Don't know/refused)

Q14. Are there information gaps in any of the Sector Studies?

1. Yes	**(GO TO Q15)**
2. No	**(GO TO Q17)**
3. Don't Know	**(GO TO Q17)**
4. Other (Specify:_____)	**(GO TO Q17)**

Q15. Which Sector Studies had information gaps?

1. Agri-Value Sector
2. Energy Sector

3. Tourism Sector
4. Information Technology and Communications Sector
5. Construction Sector
6. Fabricated Metal Manufacturing Sector
7. Business Services Sector
8. Forestry Sector
9. Mining Sector
10. Don't Know

Q16a. What were the gaps in the Agri Value Sector study?

1. Outdated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16b. What were the gaps in the Energy Sector study?

1. Outdated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16c. What were the gaps in the Tourism Sector study?

1. Outdated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16d. What were the gaps in the Information Technology and Communications Sector study?

1. Out-dated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16e. What were the gaps in the Construction sector survey?

1. Outdated information
2. Missing data/information

3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16f. What were the gaps in the Fabricated Metal Manufacturing sector survey?

1. Outdated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16g. What were the gaps in the Business Services sector survey?

1. Outdated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16h. What were the gaps in the Forestry sector survey?

1. Outdated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q16i. What were the gaps in the Mining sector survey?

1. Outdated information
2. Missing data/information
3. Inaccurate information
4. Other (Specify:_____)
5. Don't Know

Q17. Were the sectors defined in the most appropriate way?

1. Yes **(GO TO Q18)**
2. No **(GO TO Q17b)**
3. Don't Know **(GO TO Q18)**
4. Other (Specify:_____) **(GO TO Q18)**

Q17b. How would you change the definition of the sectors?

Q18. Are there other sectors or industries that should be studied?

1. Yes **(GO TO Q19)**
2. No **(GO TO Q20)**
3. Don't Know **(GO TO Q20)**
4. Other (Specify_____) **(GO TO Q20)**

Q19. What other sectors and industries should be studied?

Q20. Has using the Sector Studies saved you time?

1. Yes **(GO TO Q21)**
2. No **(GO TO Q22)**
3. Don't Know **(GO TO Q22)**
4. Other (Specify:_____) **(GO TO Q22)**

Q21. In what ways has it saved you time?

Q22. Has using the Sector Studies saved you money?

1. Yes **(GO TO Q23)**
2. No **(GO TO Q24)**
3. Don't Know **(GO TO Q24)**
4. Other (Specify:_____) **(GO TO Q24)**

Q23. In what ways has it saved you money?

Q24. Were any other results or effects brought about by using the Sector Studies?

1. Yes **(GO TO Q24b)**
2. No **(GO TO Q25)**

Q24b. What were the other results or effects brought about by using the Sector Studies?

Q25. On a scale from 1 to 5 where 1 is "not at all valuable" and 5 is "extremely valuable", please rate how valuable the Sector Studies are for you:

1	2	3	4	5	6
Not at all Valuable				Very Valuable	Don't Know

NOTE: By "valuable", we mean are the studies useful and do they help people do their work.

Q26. Would you use updated Sector Studies in the future or on an ongoing basis?

1. Yes **(GO TO Q26why)**
2. No **(GO TO Q26wnot)**
3. Don't Know **(GO TO Q27)**
4. Other (Specify:_____) **(GO TO Q27)**

Q26why. And why would you use updated Sector Studies again or on an ongoing basis?

Q26wnot. And why would you NOT use updated Sector Studies again or on an ongoing basis?

Q27. Given rapid changes in the labour market, how often should Sector Studies be updated to be most useful to you?

Q28. Do you have any other comments on the Sector Studies?

1. Yes **(GO TO Q29)**
2. No **(GO TO Q30)**

Q29. Record comments mentioned:

Q30. The next question is to help us classify your answers. Your response will be strictly confidential.

What is your occupation?

End. Those are all the questions I have. Thank you for taking part in this survey, your help is greatly appreciated.

Appendix 6: Open-Ended and "Other" Survey Responses

Q06: Reasons why respondents found the Sector Studies not easy to read

- The studies are quite large which makes them more difficult to read, but the portions I focus on are easy to read.
- The key findings could have been highlighted in a more user-friendly way. They could have done better summary tables. They put it together like it was only going out to technical analysts. What about government officials and educators?
- Some of the information was a bit repetitious.
- I didn't find it as well organized or as insightful as I thought it would be. I wasn't as struck with the presentation of the material. I thought it could have reflected more clearly what the results were, perhaps by putting more of it in point form.

Q10 a-i: How respondents use the information in the Sector Studies

OVERALL RESPONSES (response given applies to ALL Sector Studies)

- We use the Sector Studies to brief our minister. The Studies are also used to help create new LMI projects, analyze job skill shortages, and analyze labour market shortages.
- We use the Sector Studies to analyze occupational projections for comparison purposes and to study industry or sector overviews.
- We use the Sector Studies mainly for operational planning for our business fiscal year.
- We use the information in the Study as the basis for projects and reports.
- We use it to try to compare and confirm information in there with partners and employers we work with. We use it as a backdrop in follow-up Sector Studies or needs assessment in determining if it is still current in that industry.
- We use it for needs assessment in terms of training and educational needs of the Region.
- We do a Regional Training Needs Assessment, using them to gather provincial data to compare to our regional data.

- We consult the Sector Studies to look at job opportunities available for the demographic group that we primarily deal with. I guess it is called Needs Information in terms of where growth is occurring in certain sectors.

- We are doing a research and development project for the provincial government. We are studying the nature of the labour market and are also trying to develop an ongoing system for collecting labour market information.

- To identify it was done, and when working with it again, to see that the sector builds on what is available, making sure the sector is aware of the Study, so we don't duplicate.

- The Studies are a good source for background information.

- The Sector Studies provide background information for speeches.

- My office is using the Sector Studies to provide background information, to provide information for reports, and to provide advice on new job training concepts.

- I use the Sector Studies to brief both the Minister and Deputy Minister of PSEST. The studies are also used to evaluate programs within the various regional colleges.

- I use the occupational information.

- I use it as a research tool for whatever sector I happen to be dealing with.

- I'm interested in an aggregate picture, skill shortages overall, and number distribution in the different sectors, seeing the picture of training that emerges, and possible directions for what can be done to solve employers' problems.

Agri-value

- I use it for needs identification pertaining to specific courses and programs that can and should be offered in West Central Saskatchewan.

- I'm using it to focus on where the job opportunities lie within the sector.

Energy

- I use the Sector Studies to analyze labour needs and trends. The studies also provide good background information.

- I use it as a periodic reference guide.

Tourism

- To look at tourism needs in Northern Saskatchewan.
- We use it in terms of trends in the tourism industry. We also use the sector study to quote statistics and to get feedback from private industry.

Information Technology and Communications Sector

- I use the Sector Studies to analyze labour needs and trends. The studies also provide good background information.

Construction Sector

- To look at construction needs for Northern Saskatchewan.
- We worked closely with the Saskatchewan Construction Association to try to increase First Nations participation in the trade. We used the Sector Study as part of a development scheme for the new program.

Fabricated Metal Manufacturing Sector

- No responses recorded.

Business Services Sector

- I'm using it to focus on where job opportunities lie within the sector.

Forestry Sector

- I use the Sector Studies to analyze labour needs and trends. The Studies also provide good background information.
- We use it for training needs identification and future employment skills requirements.
- To evaluate the relevance of our programs at the Woodland Institute and to understand future needs of employers in the Forestry sector.
- I have used the Study in connection with Northern Career Services.

Mining Sector

- To evaluate the relevance of our programs at the Woodland Institute and to understand the future needs of employers in the Mining sector.

- We use it for training needs identification and future employment skills requirements.
- I have used the study in connection with Northern Career Services.

Q11: Information respondents found particularly useful in the Sector Studies

Information on employment forecasts/trends/skill shortages/job vacancies/demand/growth (14)

- The information concerning the size of employment in the Forestry and Mining sectors was useful for us.
- The needs for future and present training opportunities in each of the sectors is useful.
- The Studies include forecasts for changes in the labour market and employment skills.
- The information on job vacancy and demand in each sector's occupational list is useful.
- The projections for employment trends are useful.
- The statistical data and employment trends, are what we find most useful.
- The projections in terms of skill needs or job vacancies.
- The Studies outline skills shortages in the province.
- The information on employment trends, job vacancies, and present/future job skills is informative.
- Knowing the age group within that sector now, and when people retire, where jobs will be available in the future. Knowing what skills are needed for what jobs.
- The information on trends (i.e. what employment growth employers were forecasting for the next few years in comparison to a few years ago) is particularly useful.
- The identification of the vacant and underskilled positions, identifying those jobs that are problematical right now, and the emerging occupations and skills that will be needed in the future.
- The information on where the labour shortages are in a particular sector is useful. The studies also raise questions about future labour market demand in each of the labour sectors.
- I find the job forecasting information useful. I need to analyze what are the trends and needs of the labour force over the next five years.

Information on training needs/shortages (7)

- The information regarding what type of training is required by the different industries is also good.
- The examination of the type of training delivery methods.
- Training and education needs identification.
- We used information that helped explain what should be contained in the new training.
- The information on training needs that have not been met is especially useful.
- The statistical data, any of the training needs identified, is what we find most useful.
- The studies outline the training that is required for each sector.

Industry needs/profile/statistics/projections (4)

- The statistics that provide a profile of the industry are always useful.
- Statistics and the Industry Projections.
- I find the industry/sector overviews useful.
- The identification of the need in the industry was helpful.

Occupational profiles (3)

- I find the information on occupational overviews useful.
- The areas on the jobs, with the National Occupation Code in them.
- The growing emerging occupations were identified, on a broad sense, and I find it useful in matching what we're finding.

Executive Summary/overview (2)

- The narrowing down of information into the Executive Summaries is nice.
- The overview provided at the beginning of each section is useful.

Other (7)

- None of the information is particularly useful because our department receives the same information offered in the Sector Studies from other sources.

- I find the demographic research work to be useful.
- Everything in the Sector Studies is useful. We need all the information we can get on what's going on in a particular sector and what the future potential might be in that sector.
- I find that all of the information in the Tourism Sector Study useful in some way.
- Any information that pertains directly to Human Resources requirements, such as hiring new, and training existing employees.
- The information on the ages of employees working in a particular sector was useful.
- The trend projections are really helpful.

Q12: "Other" responses for how frequently respondents used the Sector Studies

- Bimonthly (2).
- We use it as baseline information on a periodic basis (2).
- Sporadic (i.e. use them extensively for a month or two and then not use them for several months).
- My office probably uses them on a quarterly basis.
- It depends if we have a sector partnership in that area.
- I use the studies when I have a specific application for them.
- 3-4 times a year.
- It depends on what we're doing. If we're studying proposed legislation we would use the studies more frequently than at other times. Not on a daily basis.

Q17: "Other" responses as to whether the sectors were defined most appropriately

- I can't really comment on that.
- It is difficult to classify these sectors so people may have problems with the classifications. However, the definition followed the industrial definition set out by other published material on employment sectors.

Q17b: How respondents would change the definition of the sectors

- The sector that lumped real estate, transportation and trucking together should be redefined. There may be a shortage of jobs in the real estate business, but not in the trucking business. The information becomes skewed.
- One example is that the Information Technology sector included the real estate and insurance industries, which should be classified under Business Services.
- I wouldn't have used the Department of Economic and Co-operative Development's criteria or terms (i.e. economic clusters).
- Information Technology should not include the Communications Sector. It should just focus on IT, as there are too many things in it. Tourism should not include Transportation or Beverage Manufacturing.
- I would use the definition of the tourism industry as outlined by the Canadian Tourism Association, which states there are eight sectors in the tourism industry. The food and beverage industry should not have been included.
- I would consult people in the Business Service, Information Technology, and Tourism sectors to see how they would define their sectors.
- I think there should have been clearer information on, and definitions of, adventure tourism and eco-tourism.
- I think that some of the industry categorization within each of the Sector Studies could have been done differently, particularly in the Tourism and Information Technology sectors.

Q19: Respondent's suggestions for other sectors that should be studied:

- The public sector (i.e. health, education) should be studied (3).
- The health sector should be studied (2).
- The health sector and the entire education sector (2).
- The service industry (i.e. retail sales).
- Police officers and the health sector.
- Implement manufacturing, fire and safety, arts and culture, food processing, apparel and textile, music and sound recording industry, export manufacturing industry, trucking industry.

- I think the food and beverage processing industry should be looked at separately from the agri-value industry.
- I think that the Studies need to look at some of the occupational sub-sectors within the official sectors. For example, the mining sector did not have much information about hard mining but focused on other resources.
- I feel there probably are others that should be studied, but no specific ones come to mind.
- Government services, health, and education.

Q21: Ways in which the Sector Studies have saved respondents' time:

Information is all in one place (8)

- The Sector Studies have the background information I need in one source.
- The information regarding the Sectors is in one place.
- My office only has to consult one resource for quick information.
- I only need one source to obtain some quick information.
- I only have to consult one source for quick information.
- I have only had to consult one source of information.
- There is no other place where I can get the same information that I get in the Sector Studies so they save me time because I don't have to try and locate other sources of information.
- I don't have to rush around trying to find all the information that I want when it is contained in the nine different Sector Studies.

Saves me/my office from having to gather this data on our own (5)

- The amount of time I would have had to spend in research and in getting these answers myself would have taken a lifetime. It was a real lifesaver for me.
- It has saved me time, by not having to gather the data regarding general trends.
- If we didn't have these Sector Studies, we would have to do the Studies on our own.
- I can use that secondary data rather than having to take the time to collect my own primary data.

- I can refer people to these Studies if they need information on employment by business sector rather than doing our own analysis.

Other (6)

- These Sector Studies fill us in on labour market data that didn't otherwise exist in other reports.
- It provided a definite starting point. The information was there. It provided a basic background.
- It is handy to refer to them when I need them.
- It has provided baseline information on industries that we didn't have before.
- It has been beneficial to what I do, saving the Steering Committee some time.
- I think that the Studies have clarified the link between training and economic development. I also only have to use the Studies for background information rather than trying to find that information from several sources.

Q23: Ways in which the Sector Studies have saved respondents' money

Saves money because we don't have to do the primary research ourselves (5)

- Not having to conduct my own primary research saves me money.
- It would cost money to do these studies ourselves.
- If we had to do this research ourselves, it would have a definite impact on our budget.
- It has saved us money indirectly, as we wouldn't have been able to undertake this scale of study on our own. We do not have the resources to do it.
- I don't have to replicate the information because it is all there for me.

They saved me time and therefore money (4)

- The Studies have saved me time, which means they have saved me money. (2)
- It has saved me money in that it has saved me time.
- In the sense that the Studies saved me time, the Studies have saved me money.

Information has already been gathered so we don't have to purchase it (3)

- We do not have to pay to gather the information that we want because it has already been gathered in the Sector Studies.
- It consolidates the information into one place, therefore saving us money because we do not have to pay a private company to gather the information for us.
- It has saved Human Resource time, and to a much lesser degree, the purchase of secondary sources to find that information.

Other (3)

- The Studies don't duplicate work done by others.
- I only have to consult one source for information rather than going to other sources and repeating the same information over and over again.
- Being able to utilize what's already been done may not have necessarily saved me money, but it has been cost-effective.

Q24b: Other results or effects brought about by using the Sector Studies

- We need a more rigorous labour market information system that is able to analyze labour trends over a period of time. We would like to incorporate the Sector Studies into national and provincial post-secondary training programs.
- They identified some of the key sectors in the province, so that when promoting and marketing, we utilize what projects we have here.
- They've supported the Sector Partnerships Program.
- The Studies supported the fact that there are skill shortages in the province. They also articulated that there is a lot of change going on in the province.
- The Sector Studies have influenced the way we interact with industry and how we evaluate our public institutions.
- The Sector Studies have been used to prepare other projects.
- The information within the Studies has been used as input for occupational trends reports that we do.
- The information in the Studies assisted us in one of our other projects.

- Some new programming was put in place because of the Sector Studies.
- It was beneficial to our regional offices. We have not been very experienced in strategic planning. To have this all laid out, to identify and plan training programs according to results of the Sector Studies, is just what we need.
- It stimulated us to build bridges with industry in various sectors of the economy, causing a greater awareness of understanding between the sectors.
- It had an impact on the type of program that we're offering to our region.
- Because the Sector Studies did contain information gaps, we realized that a broader study of the tourism industry was required.
- I think that a better program was developed as a result of consulting the Sector Study. The effects brought about by using the Sector Study were probably marginal, though. We had people from the construction industry work closely with us.
- From the Sector Studies we have developed other labour market initiatives. SIAST and other colleges have used the Sector Studies to conduct regional needs assessments. They have also been useful for the Sector Partnership Program.

Q26why: Reasons for using updated Sector Studies again on an ongoing basis

Need accurate/current/background information (8)

- I would use updated Sector Studies to ensure that I am reading current information. Also, I would want to test the relevancy to changes in the economy, educational programs and services over time.
- I always need current information.
- We always need updated background information.
- It helps to keep the information that I'm conveying current.
- I always need updated information to help prepare projects.
- To have more accurate information.
- I need updated studies for research and information.
- Our regional training needs assessment is done on an annual basis, so we're always looking for current information.

Need updated information to study labour market trends (5)

- We need updated Sector Studies to study trends in the labour market.
- We need accurate and updated information in order to study trends in the labour market.
- We always need accurate information in order to study labour market trends because the market is changing so rapidly, especially in the Information Technology field.
- We always need current information to study labour market trends and which job skills are in demand.
- I need to study the forecasting of employment trends.

Information becomes quickly outdated/rapidly changes therefore need updated information (7)

- The industry is changing rapidly with adoption of new technology. Human Resources requirements are changing as well. The changes in global economy and the Asian economy have a great impact on our economies.
- Information changes over time and quickly becomes outdated.
- Things change within the sectors and careers. The updated versions would allow us to see what's new, and what's being phased out.
- We need to gather this information continuously because it quickly becomes dated after one study.
- Information on the labour market quickly becomes outdated.
- The data becomes outdated very quickly and we want to know what's happening around skills needs in the province.
- I can always use updated information because there are sectors which are changing so rapidly.

Would use the Sector Studies if the sectors were defined differently (2)

- If the sector was defined differently, I could use updated information.
- First, the Studies have to be redefined. Once redefined, we would continue to use the Studies in the same way that we do now. We would use the demographic information, the overviews, the needs information sections, etc.

Other (3)

- They are very relevant to what I'm doing.
- Needs assessment.
- If the sectors were smaller and developed further I would use them in the future.

Q27: Responses for how often Sector Studies should be updated

Annually (9)

- Annually, as best as possible.
- For our planning purposes, annually would be best.
- I think the Studies should be updated annually to make them more relevant.
- Annually would be nice, but I'm not sure that is practical.
- In general, I think that the Sector Studies should be updated annually.
- I think they could be updated yearly.
- Annually.
- I think the Sector Studies could be annually updated.
- I think the Studies should be updated annually.

Annually is ideal, but realistically every 2-3 years (4)

- Ideally, annually. Practically, every three years.
- It depends on the availability of information on a sector and how much effort it takes to put a study together. However, I would say that the Studies should be updated every two years. (Ideally every year)
- It would be nice to have the studies updated annually but that may be unrealistic. Therefore, I think having Studies updated every two to three years would be helpful.
- Ideally, the Sector Studies should be updated annually but, given the cost factor, these Studies should be updated every three years.

Every 2-3 years (4)

- Every three years.
- Every 2 years.
- Every couple of years the Sector Studies should be updated.
- I think that every three years should suffice.

Every 6 months (2)

- I think every six months should be good.
- Ideally, every six months would be great, but annually is more probable.

Other (9)

- I think that the tourism sector study should be updated every three to five years.
- I think the Studies should be updated on a rotating three year basis where one study is updated every three years rather than updating them all at the same time.
- I think that every five years should be sufficient.
- I'm not a labour market analyst but I would say the studies should be updated every three to four years.
- I think that the Studies should be updated every couple of years, depending on nature of the information within the studies. However, the Studies shouldn't be updated any more frequently than once a year.
- I think that the Sector Studies for faster growing industries (i.e., IT, Agri-Value) should be updated annually while other Sector Studies should be reviewed, but not necessarily updated, every year.
- I think the studies should be updated every three years and the new Studies should contain validity checks for employment forecasts made in previous studies.
- The updating of material for the Energy sector would be immaterial because we don't use it to make policy for our department.
- I think that Sector Studies should be updated when there's a lack of understanding of a particular economic sector.

Q28: Other comments on the Sector Studies

- The idea of the Sector Studies is good because it ends up saving us time and money. I do not have any more comments that I can think of right now.

- These Sector Studies should be put on the Internet and if they are on the Internet already, the website address should be more publicized.

- I need more specific regional data.

- They should be done as a partnership with industry, not as a government-run project. Unless there's a more efficient way to get reports done, we could not support this in the future. There's need of a more standardized format.

- There was too long of a delay between when data was gathered for these Sector Studies and when the published Studies were given to us.

- The Sector Studies are a good collaboration between the provincial and federal governments. The Sector Studies show us how poor the labour market databases are, which means it is difficult to understand labour market trends.

- I found the information to be outdated after six months. When the information came out there was demand in some areas and, when I looked at the Sector Studies six months later, there wasn't a demand anymore.

- Personally, I know that when we receive hard copies, they usually get placed into a file. If the Sector Studies were electronically accessible (i.e., the Internet), we would probably use them more often.

- It is a good, useful exercise for us to be involved in, but it only presents part of the picture. It deals with the demand side only. For Human Resources, we need to be in tune with demographics and impacts on employers' training needs.

- I would like to see a summary of the Sector Studies placed in the high schools, outlining training needs and job opportunities that are going to be there for them. It helps them make better choices.

- I would like to receive a copy of the sector study for the Mining Sector because I don't remember receiving a sector study for that particular employment sector.

- I think that they are providing valuable information to key stakeholders in developing the skilled workforce they need. They identify who the sector stakeholder is, provide background information, and identify growth areas within the industry.

- I think that the Studies should be completed independently from the government. These Studies should also be put on the Internet for better accessibility.

- I think that the Sector Studies were a good, cost-effective way to gather information. I thought the Studies should have focused more on specific Saskatchewan regional needs instead of just on provincial needs.

Q30: Respondents' Occupation

Director/Executive/Regional Director (9)

- Executive Director (3)
- Director of Planning and Policy
- Director of Planning and Research
- Acting Executive Director for Post-Secondary Education Administration and Skills Training
- Executive Director. Special Projects with Post-Secondary Education and Skills Training
- Regional Director for New Careers (East Region) in Post-Secondary Education
- Director of Programs. Cypress Hills Regional College

Project Coordinator/Program Development Officer (5)

- Project Coordinator (2)
- Program Coordinator for Prairie West Regional College
- Coordinator of Institutional Development.
- Program Development Officer

Research and Evaluation (3)

- Research and Evaluation
- Research Officer
- Research and Evaluation Consultant

Manager (3)

- Manager of HRDC
- Manager
- Program Manager, Sector Partnerships

Labour Market Specialist/Analyst (2)

- Labour Market Analyst
- Labour Market Specialist

Assistant Deputy Minister (2)

- Assistant Deputy Minister of Energy and Mines
- Associate Deputy Minister

Other (4)

- Vice-President
- Senior Policy Advisor
- Information Officer Post-Secondary Education Skills Training
- Labour Economist